Full Spectrum Dominance

Challenge: Shape the Environment

21st Century Warfare Environment

- Adversaries with high- and low-tech capabilities employing asymmetric strategies, some with WMD
- Wider range of interoperability requirements with partners (multinational, interagency, and non-state)
- Increased variety of threats and crisis frequency
- Access to and availability of information
- Reduced planning and execution time

Preparation of the operational environment optimizes the joint force commander's assets and the time required to complete assigned missions. Establishing the proper initial conditions is vital to the success of future military operations.
Issues:

- Shaping the international and domestic environments through a range of political, economic, and military tools enhances US interests.
- Proactive coalition building leverages US military capabilities and enhances allied defensive options
- Access and basing agreements, joint exercises and training will facilitate massed effects, dominant maneuver and the conduct of decisive operations.

Postulate

If we can achieve --

- Unimpeded access, adequate bare-base facilities, tailored prepositioning, and reliable host nation support
- Mutually supportive treaties, reliable agreements, and assured legal status for US and coalition forces
- Successful execution of theater engagement plans
- Agile, rapidly deployable and supportable forces
- Develop procedures that support flexible and realistic rules of engagement
- Optimal balance of overseas presence and global power projection capabilities
- Regional stability, increased security of allies and friends, and the building of coalitions

then we can --

- Reduce the risk to forces and material and enhance rapid response capabilities
- Establish the prerequisite conditions for achieving Full Spectrum Dominance
- Reduce the likelihood of large-scale, decisive military engagements

Full Spectrum Dominance

21st Century Warfare Environment

- Adversaries with both high- and low-tech capabilities, employing asymmetric strategies, some with WMD
- Wider range of interoperability requirements with partners (multinational, interagency, and non-state)
- Significant resources and capabilities found outside DOD
- Increased variety of threats and crisis frequency
- Often diverse goals and objectives
- Reduced planning and execution time

Challenge: Unified Action

Unified Action includes the integration, coordination, and synchronization of activities and operations among multi-national, interagency, and non-state (such as IO/NGO/PVO and commercial) organizations.

Issues:

- Need for timely policy guidance across multiple organizations and levels
- Continuous, integrated planning and development of mutual objectives for military and non-military participants - domestically and internationally
- Maintaining interoperability if technological advances cause US force capabilities to outpace

Postulate

If we can --

- Integrate joint, multinational, and non-military capabilities doctrinally, operationally, institutionally and technologically
- Effectively utilize all participants' resources and capabilities
- Synchronize the national decision making process to complement increased military speed of command and leverage future military capabilities
- Institute a unified action process -- international and domestic -- that is effective, integrated, reacts quickly when required, and proactive

then we can --

- Successfully integrate all elements of national power to provide national security and protect American interests
- Move toward integrated operations that leverage and enhance the capabilities of all

Full Spectrum Dominance

21st Century Warfare Environment

- Adversaries with both high and low-tech capabilities employing asymmetric strategies, some with WMD
- Wider range of interoperability requirements with partners (multinational, interagency, and non-state)
- Expanding capability to conduct Information Operations
- Less planning and execution time

Challenge: Joint Command and

ISSUE: Achieving Full Spectrum Dominance using JV 2010's new operational concepts will require improved integration of U.S. and other friendly forces through enhanced joint command and control.

Postulate

If we can provide the Joint Force Commander with -

- The proper balance of capabilities resident in DM, PE, FL, and FDP, enabled by Information Superiority
- The training, education, and experience to develop the judgment and instincts to effectively execute the art of command
- Subordinate commanders and C2 organizations capable of planning, directing and supervising integrated JV 2010 operations
- Automated processes that integrate battlespace data inputs for optimized distribution of battlespace knowledge to commanders

then

- Joint forces will provide the NCA with credible options across the range of military operations
- Our 2010 JFC's will have the skills and knowledge to meet 2010 challenges
- Our 2010 JFC's can apply the proper balance of the new operational concepts to any mission (decisive operations) in order to:
  - Dictate the tempo of operations
  - Determine the right balance of centralized versus decentralized planning and execution
  - Identify, place at risk, and, as appropriate, attack adversary centers of gravity decisively across the range of military operations
  - Optimize employment of DM, PE and FL to maximize the joint force's operational reach
  - Achieve leverage by properly arranging symmetrical and asymmetrical actions
  - More accurately determine, and effectively operate within, an acceptable level of risk

Information Superiority

21st Century Warfare Environment

- Wider variety of potential adversaries with growing sophistication in the use of information technologies
- Success of US forces relying on greater flexibility, precision, and discrimination
- Various operations conducted at the "lower-end" of the spectrum
- Use of "virtual staffs" that expand and augment in-theater forces with reach-back capabilities

Challenge: Information Transport & Processing

We must greatly improve 'The Grid' to support global employment of forces with flexible, rapidly configurable network services.

ISSUES:

- Current C4ISR systems do not allow joint warfighters to exchange and understand information across the entire spectrum of military operations, to include allied and multinational forces, the interagency arena and NGO's/PVO's.
- Current C4 "Grid" does not have capacity to meet existing requirements.
- Current information grid does not provide desired degree of information protection and assurance.

Postulate

If we can provide the Joint Force Commander with --

- A world-wide information transport and processing grid with sufficient capacity, reliability, security, reticulation and interoperability
- Dynamically reconfigurable, allowing tailoring of networks for time-critical missions

then we can --

- Achieve a high degree of information flow that supports battlespace awareness and the effective employment of forces.

Information Superiority

21st Century Warfare Environment

- Regional Dangers from rogue states.
- Asymmetric Challenges, e.g., terrorism, WMD, & IW
- Increasing Transnational Dangers from Ethnic, Economic and Religious competition
- Wild Cards -- Unforeseen events from new Technologies, Loss of Key Allies and Threat Combinations

Challenge: Battlespace Awareness

Current Battlespace Awareness is insufficient, to both the current need and the requirements of Full Spectrum Dominance, across the full spectrum of military operations.

ISSUES:

- Changing Threat Environment
- Limited ability to process and analyze expanded collection capabilities
- Limited Combat ID Capability
- Restrictive Operations (urban, mountain, jungle and subsurface)
- Limited ability to extract key information on hostile, friendly and neutral forces

Postula

If we can provide the Joint Force Commander with Battlespace Awareness --

- Disposition and Intent of Hostile Forces
- Total asset awareness of Friendly Forces
- Visibility of Allied/Neutral Forces and non-combatants
- Visibility of Meteorological and Oceanographic Considerations (METOC)
- Decision Support Systems to support processing and understanding information

then we can provide the Battle Commander the Battlespace Awareness to --

- Improve the art, science and speed of decision making
- Better protect our own forces
- Better support decisive operations
- Synchronize lethal and non-lethal effects
- Maneuver to strategic and operational centers of gravity rapidly and simultaneously to achieve desired effects

Information Superiority

21st Century Warfare Environment

• 21st Century adversaries will rely more on information and information systems.

• United States, allies and partners will be more vulnerable to adversary IO as our dependence on technology increases.

•Nations and non-state organizations will have more robust capability to conduct IO due to proliferation of information systems technology

Challenge - Information Operations

ISSUES:

• IPB, Intel assessment and I&W require continued development to support IO

• Human factors analysis is required to establish Measures of Effectiveness and M&S for effect of IO on adversaries.

• Better integration of IO, including improved approval processes and better definition of command

Postulate

If we can --

- Orchestrate precision and massed effects on the adversary information environment.
- Mitigate effectiveness of adversary IO.
- Seamlessly integrate IO in support of national objectives.

then we can --

- Execute an IO strategy which achieves a decisive advantage in the information environment over future adversaries .
- Optimize and synergize PE, DM, FL and FDP in conducting decisive operations and dominating in future operations.
- Achieve a state of information superiority which is pervasive across the full spectrum of engagement and range of military operations.

Precision Engagement

21st Century Warfare Environment

- US forces will remain largely a CONUS based force; rapid and sustainable force projection becomes a more crucial capability
- Future opponents will attempt to bring conflicts to a rapid conclusion before U.S. can mass sufficient force
- Must be prepared to defeat any adversary to include terrorists, non-state actors, etc., who can employ asymmetric capabilities to counter US strengths

Challenge: Integrating Precision Effects

weapons. The challenge is to develop a well-fused C4ISR process that enables the optimum application of precision effects and significantly enhances our combat effectiveness throughout the battlespace to be decisive in minimum time, at the least cost in lives and resources, across the full spectrum of military operations.

ISSUES:

- ISR PED limitations detract from the timely and accurate determination of critical enemy vulnerabilities
- Current component/functional C2 constructs do not optimize the efficient generation of precision effects across the battlespace continuum
- Continued evolution of force organization and agility must continue to exploit the full potential of massed precision effects

If we can provide the CINC/CJTF with --

- Ability to efficiently and effectivel
  battlespace knowledge
- Seamless NRT Command and Control that is transparent across all echelon levels of component and functional lines
- Tailorable forces able to rapidly and precisely engage an adversary at the time and place of our choosing

then we can --

- Conduct detailed battlespace analysis to rapidly identify and exploit/create enemy vulnerabilities
- Select the optimum mix of agile forces, weapons, and platforms that best support CINC/CJTF objectives
- Overwhelm the enemy through the precise and unrelenting application of required

Precision Engagement

21st Century Warfare Environment

- Proliferation of integrated information architectures.
- Enemy will counter US firepower through hardening/ burial and conducting operations in urban environments.
- Enemy will be more mobile & lethal, employ asymmetric force, likely use Chem/Bio weapons, and conduct non-linear operations.

  * Inexpensive TBMs, LO cruise missiles, and mobile delivery systems may hold US/multinational forces/populations at risk.

Challenge: Generating Precision Effects

[illegible] limitations in accuracy, responsiveness, and lethality prevent US/multinational forces from precisely applying the spectrum of lethal to non-lethal effects against critical enemy strengths.

ISSUES:

- Inability to accurately locate, ID, and prioritize relevant targets with sufficient timeliness precludes ability to efficiently mass effects
- Inability to shape critical elements of the battlespace…US/multinational forces and populations at greater risk
- Possible collateral damage to non-combatants/friendly forces targeting WMD
- Possible collateral damage/adverse effects against dual use information systems
- Decreased value of high-tech weapons against low-tech adversaries employing asymmetric force
- Increased reliance on expensive, active defensive systems
- Interoperability shortfalls among coalition partners

Postulate

If we can provide the CINC/CJTF with

- Tailorable forces able to rapidly [illegible]
- Precise effects unhindered by cover, concealment, hardening, movement, emerging protective systems, the environment, and collateral damage issues
- The range of lethal to non-lethal effects to accomplish required objectives

then we can --

- Offensively employ precision effects against the full range of operational objectives/targets
- Apply effects simultaneously throughout the depth of the battlespace, to overwhelm the enemy
- Minimize collateral damage to non-combatants and friendly forces

Dominant Maneuver

21st Century Warfare Environment

- Permissive and non-permissive entry
- Adversary has increased situational awareness through commercial space systems with capabilities that rival US C4ISR
- Increased public expectation for rapid, aggressive/dominant operations
- Employment across full range of combat operations in all environments
- Continued threats and increased asymmetric challenges influence requirements for full range of capabilities

Challenge: Decisive Combat Operations

Currently:

Combat operations normally require extensive buildup
Sequential operations require extensive time to achieve desired endstates
Integration of joint planning and execution is inefficient
Joint and Combined Interoperability is challenging

Issues:

Achieve simultaneous employment of tailored force packages and integration of RC
High tempo, decisive operations in all environments
Enhanced battlespace awareness
Improved lethality / survivability/ sustainability/ Combat ID
Embedded Training/ Dynamic planning / Virtual and/or constructive rehearsals
Requirement for discriminate application of force
Improved CB detection & decon capability at ports and

Postulate

If we can achieve :

- Rapid force projection and seamless integration of tailored combat and support capabilities
- Responsive and relevant battlespace knowledge
- Agile battle command and battlespace control
- Requisite land, sea, air, space, and information superiority
- Multi-dimensional positional advantage and freedom of action
- Effective integration of precision engagements

then we can :

- Provide commanders with multiple employment commitment options, gain and preserve operational flexibility, and seize the initiative
- Conduct decisive, simultaneous and continuous combat operations throughout the battlespace, aimed at the strategic and operational Centers of Gravity, to quickly achieve the desired endstate with minimum losses

Dominant Maneuver

21st Century Warfare Environment

- Rapidly changing political landscape
- Variable states of entry and infrastructures
- Exact flashpoints of tomorrow are unpredictable
- Rapid crisis response required to enhance stability
- Blurring of strategic, operational, tactical - tactical event could have strategic impact
- Integrated Info Ops will have increased priority
- Pol/Mil challenges from multi-national partners

Challenge: Crisis Stabilization

Currently:

- C4ISR and logistics structures are difficult to establish quickly

Issues:

- Strategic agility
- Integration of RC
- Tailored organizations capable of enroute planning, preparation, execution and recovery
- Task organization, destination, speed, and cost require tradeoff analysis
- Networked split based national / joint / combined C4ISR
- Integration of multi-national forces
- Unity of effort between military, gov't agencies, PVOs & NGOs

Postulate

If we can achieve:

- Dominant situational awareness with common operating picture
- Battlespace control
- Strategically, operationally, and tactically mobile forces, ready on arrival
- A more sustainable force which facilitates operational endurance

then we can:

- Rapidly project forces to quickly occupy and influence the battlespace
- Seize momentum to control events
- Gain multidimensional positional advantage
- Contain, deter, or if necessary, decisively defeat an adversary to rapidly stabilize the situation and restore order & end conflicts on terms favorable to the US

Dominant Maneuver

21st Century Warfare Environment

- Tailored operational units with increased capability
- Expanded joint operational areas (JOAs)
- Increased urbanization
- Increased world wide connectivity - improved information exchange
- Increased media impact

Challenge: Battlespace Control

The application of overwhelming combat power is achieved by massing of forces

Issues:

- Integration of combat and non-combat operations
- Achieving massed effects from dispersed locations
- Incorporating space operations with air-sea-land operations
- Joint and multinational planning and platform

Postulate

If we can:

- Set conditions and shape the battlespace
- Retain freedom of action to mass the effects of our combat power
- Limit opponent's courses of action, freedom of action/maneuver, and ability to concentrate his combat power
- Improve our planning, decision, and execution cycle

then we can:

- Establish the tempo/pace of operations and reduce fog & friction of war
- Enable the joint commander to decisively engage or impose his will
- Bring to bear combat and CS/CSS capabilities throughout the battlespace to achieve

Dominant Maneuver

21st Century Warfare Environment

- Rapidly changing political landscape
- Variable states of entry and infrastructures
- Exact flashpoints of tomorrow are unpredictable
- Strategic agility required
- Rapid crisis response required
- Increased public expectation for rapid, aggressive opns
- Integrated Info Opns will have increased priority

Challenge: Rapid Joint Force Projection

Current force projection capabilities require extended buildup

Issues:

- Time required to establish space, ISR, and logistics structure
- Force size / range / speed / location / capability are interdependent variables; cost forces tradeoffs
- Need linked national/joint/multinational C4ISR
- Improved force readiness with increased strategic and operational mobility
- Need modularized organizations capable of rapid tailoring and deployment

Postulate

If we can achieve:

- Improved force projection capabilities (air, land, sea)
- Dominant situational awareness
- Strategically and operationally mobile forces, ready on arrival

then we can:

- Execute rapid deployment worldwide across the spectrum of operations
- Reduce or eliminate time to build combat power
- Quickly posture or position forces to influence the battlespace and seize the initiative to control events
- Gain multidimensional positional advantage vs. adversaries

Full Dimensional Protection

Challenge: Countering Air and Missile Threats

21st Century Warfare Environment

- Proliferation of ballistic and cruise missiles - possibly tipped with WMD - threatens the U.S., friendly forces and countries
- Multiple threat platforms capable of air, land and sea launch of missiles
- Missiles and UAV's may be the preferred weapon of choice

Issues:

- Limited ability to effectively locate and attack mobile missile launchers
- Platforms more effectively defeated at their source; confine WMD effects to source
- Lack of a near real-time and reliable Single Integrated Air Picture (SIAP)
  - Manual fusion and dissemination
  - Lack of integrated sensors, weapons systems and C2 for all operations
- Lack of interoperable weapons systems to provide defense in depth
- Shortfall in tactical data link capacity and latency
- Inadequate CID
- Inadequate BDA
- Inadequate joint battle management, esp. vs overwhelming preemptive attack at the beginning of hostilities
- Reduced weapons effectiveness due to delayed warning and

Postulate

If we can achieve:

- Intelligence preparation of the battlespace combined with C4ISR to identify critical nodes
- SIAP that provides single, fused, common, unambiguous picture with positive combat identification to support improved situational awareness, battlespace management and target engagement
- An integrated family of interoperable systems

then we can:

- Achieve a joint engagement environment which optimizes early and efficient engagement of threats
  - Multi-level depth against missile and other air threats
- Deter attacks and reassure friendly countries threatened by regional powers by preventing air and missile delivered WMD
- Gain freedom of control in the battlespace, providing freedom from attack and freedom to attack

Full Dimensional Protection

Challenge: Combating Terrorism

21st Century Warfare Environment

- Increased terrorist activity aimed at US interests/forces world-wide
- Sponsorship of terrorism is difficult to prove, easily denied and therefore attractive to use against US interests
- More lethal weapons will be employed by terrorists
- Terrorist threat includes asymmetric methods against US vulnerabilities

Issues:

- Declining security manpower coupled with increased threats
- Lack of specificity in threat analysis, warning, intelligence planning and direction
- Timeliness of threat information
- Cooperation from HN and bilateral coordination
- Insufficient detection and warning capability
- Shortfalls in installation and personnel protection measures
- Achieving a comprehensive national approach
- Weakness in operations
  - Installation response
  - Intelligence support and constraints
  - Organizational capability
  - Assessments
- Terrorist activity and multiple environmental constraints require precise, discriminatory application of force
- Awareness education and training need strengthening

Postulate

If we can:

- Achieve sufficient detection and warning of terrorist actions across the full spectrum of conflict

then we can:

- Preempt terrorist threats
- Deter terrorist actions
- Employ counter-measures
- Mitigate the effects of terrorist acts
- Recover from incidents

Full Dimensional Protection

Challenge: Combat Identification

21st Century Warfare Environment

Linear or non-linear, discontinuous, asymmetric battlespace with widely dispersed units

- Urban environments - compressed, non-linear combatants
- Multinational operations with many participants and non-combatants
- Proliferation of aerospace vehicle threat
- Wider use of stealth technology

Issues:

- Unacceptable accuracy and timeliness when identifying friendly, enemy and non-combatants
- Engagement ranges far exceed target ID ranges
- Inadequate BDA
- Insufficient integration/interoperability of joint/multi-national identification technologies and TTPs
- Multiple tracks, identities and classifications reported for the same contact
- Inadequate, incomplete correlation of contacts
- High net loading on tactical data link systems
- Inadequate supporting doctrine and TTPs

Postulate

If we can achieve:

- Timely and highly accurate identification of friendly, non-combatant and hostile elements in all types of environments

then we can:

- Promptly mass weapons effects on enemy forces
- Increase the tempo of operations
- Minimize total casualties due to enemy action and fratricide and minimize non-combatant casualties

Focused Logistics

21st Century Warfare Environment

- Increased reliance on information related systems and technologies.
- Joint operations in increasingly non-linear battle-space with tailored, widely dispersed units that are mobile and more lethal.
- An accessible world-wide information architecture.
- Many economically strong partners with advanced weapons and varying support capabilities.

Challenge - Information Fusion

Limited access to information and lack of interoperability between support and Command and Control (C^2) systems prevents optimum integration of logistics during operations planning and execution.

ISSUES:

- The right logistics support is not provided at the right place at the right time.
- Lack of visibility of delivered forces and sustainment and poor C^2 increases deployment time and the size of the theater logistics footprint.

Postulate

f we can achieve --

ility to allow any user to use “one box,” supported by a single net with common network services, to see one picture,
re, robust communications infrastructure operating in an intranet/internet environment that allows all authorized user
ta and applications, regardless of location,
vailable Advanced Decision Support Tools to fuse asset visibility, operational awareness, and Commanders intent into
e logistics support options...
can --
ent an information architecture to:
Have near real-time Command and Control of the logistics pipeline,
ee one ‘fused’ picture of Combat Support to the Warfighter,
Maintain a close link between Command and Control and Combat Support during critical execution of an operation,
Establish a means to leverage Information Technology to meet the other 21st Century Challenges of Focused Logistics.

Focused Logistics

21st Century Warfare Environment

- Supported forces will be dispersed, more mobile and lethal, and conduct increasingly nonlinear operations.
- Force projection strategy will be based on continuing reduced forward presence and dependence on enroute infrastructure.
- Advanced integrated information technologies and

Challenge - Joint Deployment/Rapid Distribution

Deployment and distribution of forces and sustainment is segmented and limited by transportation infrastructure.

ISSUES:

- Deployment and distribution processes require extensive transportation infrastructure, logistics assets and diplomatic support to lift, receive, stage and integrate units and sustainment.
- Extended in-theater Lines of Communication (LOC) increase force closure and degrade sustainability.
- Potential adversary's increasing lethality and access to

Postula

achieve --
ed access to sufficient commercial industry transportation assets to augment core organic capability,
and accurate information about deploying/deployed/redeployed forces, CINC plans & requirements and transportatio
ss, near real-time Command and Control systems that meet logistics requirements,
ogistics distribution system with in-theater support infrastructure,
d responsive logistics forces that can be rapidly tailored to support full spectrum operation,
nt organic strategic airlift & sealift to rapidly deploy decisive, tailored combat capabilities,
sive out of theater logistics infrastructure that can tailor support packages and fully enable strategic lift assets...
an --
e/evolve deployment/redeployment and distribution process to:
eliver tailored combat units with reduced logistics footprint for immediate integration directly into the battlespace,
eliver tailored support and sustainment packages directly to Joint Operational Areas (JOA) with express speed capabil
ssure time definite battlefield delivery and distribution -- ***the right thing at the right place and time***.

Focused Logistics

Challenge - Force Medical Protection

The concepts of deploying forces without an overarching system to pro
against medical hazards and operational risks, as well as the focus on
theater definitive care and return to duty , as the primary medical obje
are out of phase with current and future warfighting concepts.

ISSUES:

- To maximize force medical protection, a system that identifies med
threats, countermeasures, medical surveillance and retrospective exp
analysis is needed.
- A redundant and large Service medical footprint to support a
return to duty policy is no longer operationally feasible.
- Providing definitive care capability in-theater decreases mobility,
flexibility, and modularity requirements to support future joint operat

21st Century Warfare Environment

creased requirement to protect forces from
ical hazards throughout operational spectrum.
creased lethality and continued proliferation
eapons of mass destruction (WMD).
nt operations in increasingly non-linear
lespace employing tailored, more mobile and
l, widely dispersed units.
creased reliance on information related systems
advanced medical training and technologies
nventional weapons (small arms, missiles and
es) remain primary threat weapons along with
eased potential for high technology weapons
ers, smart bombs, etc..)

Postula te

If we can achieve --

- A systemic approach to protecting all service members throughout their military service,
- Synergism through jointly coordinated, mutually supportive peacetime and wartime health care,
- The capability to provide essential care in-theater, enhanced aeromedical evacuation, and definitive care in CONUS,
- Improved casualty estimations, modern medical systems and integrated joint use of deployed medical resources ...

then we can --

- Ensure maximum protection for all service members and;
- Eliminate the redundant in-theater footprint, demand for strategic lift and enhance our joint capability to:
    - Deliver a healthy, fit, protected force to the CINC on demand,
    - Counter the health threat to the deployed force to include environmental hazards, pollution and

Focused Logistics

21st Century Warfare Environment

- Coalition operations with many participants.
- Increased joint operations in increasingly non-linear battle space with tailored, widely dispersed units that are more mobile and lethal.
- An accessible world-wide information infrastructure.
- Mix of economically strong and weak partners with many different types and levels of weapons with little or no support capability outside their own country.

Challenge - Multinational Logistics

While our Armed Forces most often fight in concert with regional allies and friends, we have not achieved full integration and interoperability.

ISSUE:

- Lack of a standard command and control network and interoperable logistics communications and operating systems frustrates efforts to pool requirements and implement mutual support agreements

Postulate

If we can achieve --

- A framework for U.S. involvement in multinational operations that removes barriers to cooperative actions,
- Expanded bilateral agreements to provide flexible responsive support throughout the spectrum of coalition operations,
- Improved logistics capabilities in multinational organizations by leveraging the strengths of coalition partners,
- Increased interoperability through Focused Logistics core tasks…

then we can--

- Implement a multinational logistics support framework to:
  - Develop stronger regional relationships,
  - Establish equitable burden sharing among nations,
  - Increase operational efficiency among coalition partners.

Focused Logistics

Challenge - Agile Infrastructure

21st Century Warfare Environment

- Increased joint and multi-national operations employing tailored, more mobile and more lethal forces.
- Increasingly non-linear battlespace with widely dispersed units.
- Increased reliance on accessible world-wide information infrastructure.
- Finite US logistics resources complemented by economically strong partners with advanced weapons and varying support capabilities.

The logistics footprint is disproportionate in terms of capacity, logistics forces, facilities, equipment and supplies. Theater logistics capability lacks full integration and interoperability.

ISSUES:

- The use of scarce resources to maintain the current logistics infrastructure and inventory adversely impacts readiness and modernization.
- Reliance on historically a large logistics support force structure (supply, maintenance, services) and engineer capability coupled with limited contingency contracts increase the theater logistic footprint and deployment time.

Postulate

If we can achieve --

- Stronger regional relationships, equitable burden sharing among nations and increased operational efficiency among coalition partners,
- Logical outsourcing and privatization with a renewed emphasis on response capabilities and agility with our contracting partners, integration of appropriate commercial business practices, right-sized, properly positioned inventories
and elimination of Service duplication,
- Fewer legislative barriers, enhanced joint and combined logistics policies, structures and processes and efficiencies in contingency
contracting and contractor and organic logistics support,
- A more responsive distribution based system through the leveraging of technology enablers combined with doctrinal and organizational adaptations...

then we can --

Enhance warfighting capability through:

- Maximized sustainment with right-sized logistics footprint.

Focused Logistics

21st Century Warfare Environment

- Limited logistics resources.
- Increased joint operations in increasingly nonlinear battlespace with tailored, widely dispersed units that are more mobile and lethal.
- Increased reliance on information related systems and technologies.

Challenge: Joint Theater Logistics Management

Conventional decentralized logistics management mechanism lacks a unified focus and sub-optimizes support to deployed forces.

ISSUES:

- Failure to capitalize on the assets/capabilities of one Service that could support the other Services increases the size of the in-theater footprint.
- Absence of a single arbitrator using enabling technologies to prioritize and allocate scarce resources degrades the effectiveness and efficiency of logistics forces.

Postulate

If we can achieve --

- A common standard of support,
- An in-theater multi-Service process to make allocation distribution decisions,
- A management system to coordinate logistics units through Service Component Commanders,
- Access to critical logistics data essential for joint and multi-national logistics management...

then we can --

- Ensure logistics functions are synchronized to:
  - Prioritize the distribution and use of limited resources,
  - Efficiently task common user assets,
  - Establish a common standard among the Services for support, and,
  - Consolidate like functions to achieve economies of scale and reduce the in-theater